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Executive Summary

THE NEED FOR ENVIRONMENTAL AWARENESS TRAINING WITHIN DoD

The renewed emphasis on, and the complexity of environmental program management requires DoD activities from the installation to the OSD levels to be staffed with qualified, motivated, and technically competent professionals. Accordingly, the DoD Components (i.e., Army, Navy, Air Force, and the Defense Logistics Agency) are working to establish and implement training and development programs for their environmental staffs. However, one important group of people who have been overlooked are the decision makers who do not see themselves as being involved in "environmental business," yet who nevertheless make decisions that could have substantial impacts on environmental programs.

An example of such a "nonenvironmental" decision maker is a resource manager at the installation level. Although technically not an "environmental professional," he or she routinely makes decisions concerning or recommends to the ultimate decision maker, the portion of available resources to allocate to specific environmental programs. If those nonenvironmental decision makers are not aware of critical environmental program requirements, funds might inadvertently be misdirected to programs of lesser importance to the command, and/or actions that must be undertaken pursuant to statute may be unfunded as a result of arbitrary across-the-board funding reductions.

Although major DoD efforts are underway to identify environmental training requirements for all military and civilian personnel, the formal requirements analysis and training development process is very time consuming and may take years to complete. Interim measures must be taken now to ensure that nonenvironmental personnel have the exact information needed to make decisions within a context that includes consideration of environmental issues.

While the DoD already has training mechanisms in place to provide the recommended training, and the majority of attendees at the formal training courses

are indeed nonenvironmental personnel, no mechanism is available that determines whether the more than 3,000 decision makers (identified in this report) are attending training, or whether appropriate *levels* and types of awareness instruction are being provided.

Using the Army as a representative Component, we identified 83 nonenvironmental job positions where decisions impacting the environmental program are made regularly. We also identified 20 specific program areas (e.g., policy/guidance development, resource allocation, and budget development) in which those decision makers are employed and/or are likely to have major impacts. We also developed a color-coded matrix relating each decision-making position to the appropriate program areas in order to assess environmental awareness training requirements.

Environmental awareness training is designed to foster an understanding of how environmental program requirements relate to one's own mission or position. The desired result is to make environmental issues a routine consideration in all planning or activities that support mission accomplishment.

Based upon our analysis, we recommend the following three levels of environmental awareness training for DoD personnel:

<i>Training level (by color code)</i>	<i>Recommended training</i>
Red (More than 10 program areas impacted)	Executive environmental and hazardous material <i>course</i> (3.5 days, Army Logistics Management College) or equivalent, plus formal Service staff, major command, or installation-level <i>briefing</i> (as appropriate) about the Army's environmental program
Blue (6 – 10 program areas impacted)	Executive environmental and hazardous material <i>seminar</i> (1.0 day, Army Logistics Management College) or equivalent, plus formal Service staff, major command, or installation-level <i>briefing</i> (as appropriate) about the Army's environmental program
Green (1 – 5 program areas impacted)	Formal Service staff, major command, or installation-level <i>briefing</i> (as appropriate) about the Army's environmental program.

Although our analysis uses the Army as an example, the general similarity of command structures in other DoD Components indicates that they too would have similar numbers of decision makers who need environmental awareness training.

The DoD should apprise all Components of the need to ensure that key nonenvironmental decision makers receive environmental awareness training, and DoD should recommend that action be taken to do so using the training vehicles that are readily available. The DoD should also develop a system for identifying and tracking the training attendance of key personnel at each organizational level.

While not designed to turn people into environmental "experts," vigorous application of the specialized recommended training will help ensure that environmental program requirements are considered when related decisions are made. In turn, that consideration will lessen negative impacts ensuring efficient, effective program management, and it should result in better application of critically scarce resources when and where they are needed most.

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THE NEED FOR ENVIRONMENTAL AWARENESS TRAINING WITHIN DoD

BACKGROUND

This report addresses a portion of a larger study designed to assist the Deputy Under Secretary of Defense (Environmental Security) in establishing a sound education, training, and career development program for environmental professionals and for other professionals who may require a significant understanding of environmental issues. The purpose of the larger study is to ensure that the Department of Defense (DoD) can attract, develop, and retain sufficient numbers of high-quality environmental professionals to fill critical technical and managerial positions at all organizational levels.

The DoD is committed to being the Federal leader in environmental protection and enhancement. Across the Department, more than 9,000 people are actively engaged in protecting the environment as an integral part of the DoD mission. That protection entails a wide range of activities and programs that focus on environmental compliance, restoration, prevention, and conservation.

The complexity of environmental program management requires DoD activities from the installation to the OSD levels to be staffed with qualified, motivated, and technically competent professionals. Those personnel must not only understand the environmental business, but they must also understand DoD organization and operations, the unique nature of the national defense mission, and how to best address environmental responsibilities within the context of that mission. In furtherance of that principle, the DoD Components [i.e., Army, Navy, Air Force, and the Defense Logistics Agency (DLA)] are responsible for establishing and implementing training and development programs for their environmental professionals and for nonenvironmental professionals whose work may require a significant understanding of environmental issues.

An important area has been overlooked. The group of decision makers who do not ordinarily get directly involved in environmental business, yet who nevertheless

must make decisions that could have substantial impacts on the environmental program may not be effectively trained in environmental issues.

An example of such a decision maker is a resource manager at the installation level. Although not technically an "environmental professional," he or she routinely decides or recommends to the ultimate decision maker what portion of available resources will be allocated to specific environmental programs. If nonenvironmental decision makers are not aware of critical environmental program requirements, funds might be inadvertently misdirected to programs of lesser importance to the command, or actions required by statute could become unfunded as a result of arbitrary across-the-board funding reductions. The result could include such things as receiving a Notice of Violation from an enforcement agency for failure to comply with environmental laws or regulations; extensive environmental contamination because a crucial environmental hazardous waste disposal project was not funded; or perhaps the loss of endangered species' habitat because a physical survey could not be undertaken before a major training exercise was conducted, which caused that loss as a byproduct.

This portion of the study helps DoD identify "nonenvironmental" decision makers and recommends appropriate environmental training. Although not necessarily extensive, training would provide the information needed to enable these decision makers to make better informed decisions that consider environmental requirements and impacts.

SCOPE OF THE STUDY

This study demonstrates that a large group of significant decision makers exists within DoD; we do not try to pinpoint each position. Therefore, we focus only on the Department of the Army, specifically addressing the Army Secretariat [including the Army Staff (ARSTAF)], a typical major command (MACOM), and a typical Army installation.

The results of this work can be applied to parallel positions across the Components. For example, what might hold true for the Secretary of the Army would, in general, also apply to the Secretaries of the Navy and Air Force, as well as to the Director of the DLA. While their official titles may differ, their general responsibilities do not.

STUDY PROCESS

By design, the study process was very elementary. Our goal was to identify key nonenvironmental decision makers and assess the degree to which each had the potential to impact the environmental program. To do this, we used a matrix approach. One side of the matrix identifies the positions involved, while the other side indicates the specific program areas (in which they routinely make decisions) that have the potential for impacting the environmental program. The more program areas affected by a decision maker, the greater that individual's need for environmental program knowledge (and hence, awareness training).

To identify the decision makers, we reviewed Army organization charts from the Secretariat to the installation levels. We also reviewed the "responsibilities" sections of Army environmental regulations [e.g., Army Regulation (AR) 200-1, *Environmental Protection and Enhancement*; and AR 200-2, *Environmental Effects of Army Actions*] and the applicable portions of other regulations outlining specific Army organizational structures and personnel responsibilities (e.g., AR 5-3, *Installation Management and Organization*; and AR 10-5, *Organization and Functions - Headquarters, Department of the Army*).

To determine the ability of the decision makers to affect the environmental program, we identified the general program areas they work in through which they could have a direct or indirect effect on the environmental program. Those program areas include activities such as resource allocation, budget development, establishing priorities, and so forth. Using resource allocation once again to illustrate, imagine an installation's Director of Resource Management (DRM) who must determine how the command's annual operations and maintenance (O&M) funds will be distributed. In this case, sound decision making must include consideration of total program requirements and relative priorities established in accordance with the commander's guidance and assigned missions. If the DRM is unaware of critical environmental program requirements (such as the need to provide for proper disposal of all hazardous waste generated on the installation), personnel could be exposed to unnecessary health risks and the installation could be subject to enforcement action by local, state, and Federal agencies.

To determine the environmental training needed by each position, we related each position to the total number of program areas that position could conceivably

affect. Our recommendations for the level of training needed are based upon the total number of program areas potentially impacted by each decision maker – the greater the number of program areas a decision maker can affect, the greater the level of required environmental training need.

ARMY EFFORTS TO INCREASE ENVIRONMENTAL AWARENESS

As with most of the other DoD Components, the Army has a major effort underway to identify environmental training requirements for all of its military and civilian personnel. The first step of that effort was the development of the *Army Environmental Training Master Plan (AETMP)* (the “*Plan*”), which was completed with the joint signing of the *Plan* on 17 December 1992 by the Army’s Director of Training and the Director of Environmental Programs.

The AETMP is defined as:

The specific strategy to establish environmental training requirements for the Total Army, with the exception of Civil Works programs, and to ensure appropriate training is designed, developed, and executed, and progress reported. The AETMP provides a mechanism for coordinating with Civil Works environmental and training program managers to ensure consistency and economy and avoid unnecessary duplication of effort or resources.¹

The Army recognizes that “Army personnel often have a lack of environmental awareness and knowledge of how environmental programs apply within their own areas of responsibility.”² The AETMP will help correct that deficiency by serving as the “road map” through which present and future environmental training requirements will be identified and addressed. As a first step in implementing the *Plan*, the Army is now working through its Corps of Engineers, Huntsville Division, to conduct an extensive needs analysis.

The needs analysis identifies and validates requirements through the Army’s Systems Approach to Training (SAT) process. The SAT process systematically analyzes and defines training needs, the design and development of courses and/or training materials, training implementation, and the evaluation of training for currency and effectiveness. A total of 20 environmental program areas are scheduled

¹U.S. Army *Environmental Training Master Plan (AETMP)*, 17 December 1992.

²Ibid.

for evaluation under the SAT process; work is scheduled for completion during FY93. The 20 program areas being addressed are listed at Appendix A.

Through vigorous implementation of the AETMP, the Army intends to accomplish several things. These include the gradual institutionalization of environmental training in Army units and schools,³ increased environmental awareness at installations, provision of short-term environmental training support and products, improved environmental professional career development, full coordination of existing training programs, expanded environmental awareness research, more ad hoc courses and workshops, and the establishment of an environmental training support center.

The Army's training initiative will eventually cover nonenvironmental decision makers through the provision of awareness training. Until that happens, however, the more direct approach undertaken in this study will help expedite the process by determining who needs training and to what degree.

FINDINGS

Twenty general program areas exist through which decision makers potentially can impact the environmental program. A list of those program areas and a short description of the decision maker's interface with each program area is provided at Appendix B. Once a general program area is shown to have some interface with the environmental program, then it becomes evident which jobs support those program areas. For example, because the Staff Judge Advocate may deal with "environmental control" legal issues, he or she should have some environmental training.

Having carefully reviewed applicable regulations and organization charts, we conclude that 83 nonenvironmental decision-making positions from the Army's Secretariat and ARSTAF levels down to the Army installation level potentially may impact the environmental program. The breakdown of individual nonenvironmental positions is shown in Table 1. Because many individuals are represented by a single "position," such as "installation commanders," approximately 3,296 people actually hold those 83 position titles within the Army structure.

³For a discussion of how this institutionalization can occur, see LMI Report CE217RD1, *Methods for Integrating Environmental Awareness Training into Army Programs of Instruction*, Christopher P. Werle, June 1993 (anticipated release date).

TABLE 1
BREAKDOWN OF POSITIONS

Organizational level	Number of decision-making positions
Army Secretariat and ARSTAF	49
Typical Army MACOM	17
Typical Army installation	17
Total	83

A detailed list of each nonenvironmental decision-making position is provided at Appendix C. A short description of the typical duties and responsibilities of each nonenvironmental position is provided at Appendix D. Nine of the position incumbents found at the Secretariat and ARSTAF level (identified in footnote 1 in Appendix C) would not ordinarily be found on the list because those nine are involved in all aspects of environmental program management on a daily basis. However, they are included on the list because at the time of their *initial* appointment to the positions, it is unlikely that they will have had any significant environmental program management training and/or experience. Therefore, they should receive the recommended environmental training within the first 60 days of assignment.

RECOMMENDATIONS

Table 2 is a color-coded matrix that identifies each nonenvironmental decision maker and the number of program areas through which he or she could potentially affect the environmental program.

Based upon the total number of program areas impacted, we recommend the appropriate level of environmental training. Table 3 shows the relationships that were established in making our training recommendations. Table 4 shows the corresponding recommended environmental training.

RECOMMENDED TRAINING MATRIX FOR NONENVIRONMENTAL DECISION MAKERS

Areas where nonenvironmental decision makers may impact the environmental program

Nonenvironmental decision maker	Program oversight/ command emphasis	Resource allocation	Budget development	Program administration	Program evaluation/ assessment	Establishing priorities	Policy/guidance development	Counseling/advisement	Procurement/acquisition	Publicity/communications	RD&E	Staffing/organization	Enforcement/regulation	Legislative developments/ Congressional relations	Operations and training	Program integration	Real property management	Military construction	Requirements identification	Management information systems	Number of areas impacted	Training code (Note 3)
ARMY SECRETARIAT & ARSTAF (49 POSITIONS)																						
Secretary of the Army/Under Secretary of the Army (Note 1)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	15	A
Deputy Under Secretary for Operations Research	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	5	C
Assistant Secretary for Civil Works/Principal Deputy	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	19	A
Assistant Secretary for Financial Management/Principal Deputy Comptroller	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	12	A
Assistant Secretary for Installations, Logistics & Environment/Principal Deputy (Note 2)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20	A
Deputy Assistant Secretary for Envir. Safety and Occupational Health (Note 2)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20	A
Deputy Assistant Secretary for Installations and Housing	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	13	A
Deputy for Chemical Demilitarization	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	9	B
Asst. Sec. for Research, Development and Acquisition/Prin. Deputy Acquisition Exec.	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	11	
Deputy Assistant Secretary for Research and Technology	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	9	B
Deputy Assistant Secretary for Procurement	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	8	B
Assistant Secretary for Manpower and Reserve Affairs/Principal Deputy	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	9	B
Chief of Staff/Vice Chief of Staff/Director of the Army Staff	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	16	A
Director, Army Safety Office	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	10	B
Chief, Legislative Liaison	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	5	C
Chief, Public Affairs	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	5	C
Chief of Engineers/Deputy Chief (Note 2)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20	A
Assistant Chief of Engineers (Note 2)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20	A
Director of Civil Works	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20	A
Director of Military Programs	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20	A
Director/Deputy Director of Environmental Programs (Note 2)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20	A
Commander, Army Environmental Center (Note 2)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20	A
Auditor General	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	9	B
Chief, Civil Works	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	11	A
Judge Advocate General/General Counsel	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	9	B
Deputy Chief of Staff, Personnel	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	11	A
Deputy Chief of Staff, Logistics	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	13	A

[illegible][illegible][illegible]

TABLE 3

**TRAINING CODES BASED ON NUMBER OF PROGRAM
AREAS IMPACTED BY THE POSITION**

Training level (by color code)	Number of program areas impacted
Green	1 to 5
Blue	6 to 10
Red	11 to 20

TABLE 4

RECOMMENDED TRAINING BY TRAINING CODE

Training color code	Recommended training
Green	Formal ARSTAF/MACOM/Installation-level <i>briefing</i> (as appropriate) about the Army's environmental program.
Blue	Executive environmental and hazardous material <i>seminar</i> (1.0 day, Army Logistics Management College) or equivalent, plus formal ARSTAF/MACOM/Installation-level <i>briefing</i> (as appropriate) about the Army's environmental program.
Red	Executive environmental and hazardous material <i>course</i> (3.5 days, Army Logistics Management College) or equivalent, plus formal ARSTAF/MACOM/Installation-level <i>briefing</i> (as appropriate) about the Army's environmental program.

The content for each training course, seminar, and briefing should include, but not be limited to the following:

- ***Executive Environmental and Hazardous Material Course (3.5 days)***⁴

- ▶ Review the basic ecological concepts and the implications of ecological disturbance during human intervention, especially military activities.
- ▶ Review the policies and objectives of the Army Environmental Compliance Achievement Program (ECAP); the responsibilities of Headquarters, Department of the Army (HQDA), MACOMs, and installation commanders for implementing ECAP; and the duties of the installation environmental coordinator.
- ▶ Review the legal responsibilities and liabilities imposed by the environmental laws affecting commanders of installations or facilities – including environmental programs initiated by commanders during mobilization.
- ▶ Review the National Environmental Policy Act (NEPA); potential litigation involving NEPA compliance; NEPA's effect on Army operations; the role and responsibilities of the President's Council on Environmental Policy; Army Regulation 200-2, *Environmental Effects of Army Actions*; NEPA documentation sequence and selection of the proper environmental documentation.
- ▶ Review the highlights of other major environmental laws and regulations including the Clean Water Act (CWA), Clean Air Act (CAA), Resource Conservation and Recovery Act (RCRA), Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), and other appropriate laws.
- ▶ Undertake a detailed discussion of RCRA and other applicable Federal hazardous material/waste laws and regulations; agency or Service policies, procedures, and responsibilities; and other procedures required to ensure compliance.
- ▶ Review executive environmental considerations including planning for spill prevention and cleanup with an emphasis on relevant Federal laws; Environmental Protection Agency (EPA) and Coast Guard regulations; appropriate Service regulations; requirements for, and contents of, the Spill Prevention, Control and Countermeasures (SPCC) Plan and the Installation Spill Contingency Plan (ISCP); and a description of spill cleanup problems and procedures.

⁴The content was extracted from the "Program of Instruction for Executive Environmental and Hazardous Material Course," Army Logistics Management College, November 1989.

- ▶ Discuss the need for sponsorship from the executive or commander level in establishing a comprehensive environmental program and minimizing hazardous material/waste problems. Identify the areas in which an executive or commander should become involved in the operation of an environmental program.
 - ▶ Discuss the relationship between an environmental program and assigned missions, the potentially adverse mission impacts resulting from insufficient environmental considerations, and the importance of integrating environmental considerations in all mission planning.
 - ▶ Review regulations that require community involvement; review the history and objectives of the major environmental interest groups and how their activities may influence installation missions; review the public involvement techniques recommended by the MACOMs.
 - ▶ Discuss the Army's and Army Materiel Command's Hazardous Waste Minimization Program addressing the purpose, responsibilities, and methods for hazardous waste reduction.
 - ▶ Discuss the installation's Defense Reutilization and Marketing Office (DRMO) interface addressing the cooperation necessary for the installation and the DRMO to accomplish their respective responsibilities in managing DoD's hazardous material/waste.
 - ▶ Discuss the requirements for installation-related environmental records and permits as required by environmental laws and regulations other than NEPA; review the "how to" of implementing regulatory requirements, addressing personnel and budget planning.
 - ▶ Review the facilities used for pollution abatement, their basic functions, degrees of effectiveness, and the benefits of waste treatment; review hazardous material/waste treatment, storage, and disposal techniques.
 - ▶ Review pollution prevention techniques.
 - ▶ Summarize the types of services provided by agencies or activities that can assist installation personnel in disposing of unwanted materials, in preparing and filing required reports and permits, and in providing technical advice about environmental matters.
- *Executive Environmental and Hazardous Material Seminar (1.0 day)*
 - ▶ Review general environmental concepts including the Army Environmental Program and key environmental law; a brief description of the variety and magnitude of environmental concerns typically confronting military installations and operations during peacetime/mobilization.

- ▶ Review the NEPA, the types of required environmental documentation, and analyze the environmental assessment/impact statement's structure and content.
- ▶ Briefly review the other major environmental laws and regulations including the Clean Water Act (CWA), Clean Air Act (CAA), Resource Conservation and Recovery Act (RCRA), Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), and other appropriate laws.
- ▶ Discuss the Defense Management Education Training (DMET) Survey as a tool for use by local environmental training programs; include lead time requirements for submission of requests for training space allocation.
- ▶ Review hazardous material/hazardous waste regulations; applicable Federal laws and regulations; agency or Service policies, procedures, and responsibilities; procedures required to ensure compliance; treatment of RCRA requirements and the impact they may have, or are having, on Army operations; and changing laws and regulations.
- *Formal ARSTAF/MACOM/Installation-level briefing about the Army's Environmental Program*
 - ▶ Review the impacts of Federal environmental legislation on the Army and its activities.
 - ▶ Review the Army's activities and the magnitude of their effort to achieve environmental compliance.
 - ▶ Review the Army's organization of environmental assets for providing optimum support to installations. Address the Directorate of Environmental Programs and the Army Environmental Center. Discuss the duties and responsibilities of key personnel.
 - ▶ Review the purpose and general content of the Army Environmental Strategy into the 21st century. Address the four basic program pillars (i.e., compliance, restoration, prevention, and conservation).
 - ▶ Review the goals, objectives, and progress to date of the Army Environmental Compliance Achievement Program (ECAP) and the Army Environmental Compliance Assessment System (ECAS).
 - ▶ Review the purpose, process, and overall status of the Army Installation Restoration Program (IRP) and Formerly Used Defense Sites (FUDS) Programs.

- Review the Base Realignment and Closure (BRAC) environmental restoration program.
- Review the Army's pollution prevention program.
- Review the Army's cultural and natural resource program addressing the implementation and status of Integrated Training Area Management (ITAM), multiple use land management, forest management, fish and wildlife, endangered species, cultural resources, pest management, and the Legacy Resource Management Program.
- Review the Army's Environmental Program requirements, funding, and shortfalls by program area.
- Review the impacts of the Federal Facilities Compliance Act of 1992.
- Review the activities of the Director of Environmental Corporate Information Management (DECIM).
- Review the critical environmental program issues and war/training stoppers.
- Discuss other special items of interest or concern (as determined by the appropriate environmental program office).

It is important to emphasize that the Army already has mechanisms in place to provide the recommended training. The Army Logistics Management College (ALMC) located at Fort Lee, Virginia, conducts several iterations of both the Executive Environmental and Hazardous Material Course/Seminar each year. Most of the other DoD Components conduct similar training courses, or (with advance coordination) they may send students to the Army courses. Environmental program offices at each organizational level have the capability to present the recommended briefings to selected individuals (and, in fact, most already present such briefings on request).

Unfortunately, while the majority of attendees at the formal training courses are in fact nonenvironmental personnel, no way exists to determine whether the 83 key nonenvironmental decision makers identified are receiving training or whether *appropriate levels* of awareness instruction are provided. While the scope of this study prohibits detailed investigation of formal training activities among the other (non-Army) Components, it is likely that the same situation exists in those Components.

The DoD needs to apprise all Components of the need to ensure that key nonenvironmental decision makers are receiving environmental awareness training; DoD should recommend that action be taken to do so using the resources that are readily available. The DoD should also develop a system for identifying and tracking the training attendance by key personnel at each organizational level.

CONCLUSIONS

The DoD is making significant progress toward improvement and institutionalization of sound career development programs for environmental professionals. Recognizing the immediate need to identify and educate nonenvironmental decision makers (in advance of more formal requirements analyses) exemplifies the Department's prescient position on the leading edge of this critical program area.

While not designed to convert people into environmental "experts," vigorous application of the recommended training will help ensure that environmental program requirements are considered in all decision making. In turn, that consideration will lessen negative impacts ensuring efficient, effective program management, and it should result in better application of critically scarce resources when and where they are needed most.

GLOSSARY

AETMP	=	Army Environmental Training Master Plan
ALMC	=	Army Logistics Management College
AR	=	Army Regulation
ARSTAF	=	Army Staff
BRAC	=	Base Realignment and Closure
CAA	=	Clean Air Act
CERCLA	=	Comprehensive Environmental Response, Compensation, and Liability Act
CWA	=	Clean Water Act
DECIM	=	Director of Environmental Corporate Information Management
DISC4	=	Director of Information Systems for Command, Control, Communications, and Computers
DLA	=	Defense Logistics Agency
DMET	=	Defense Management Education Training
DMR	=	Defense Management Review
DRMO	=	Defense Reutilization and Marketing Office
ECAP	=	Environmental Compliance Achievement Program
ECAS	=	Environmental Compliance Assessment System
EPA	=	Environmental Protection Agency
FUDS	=	Formerly Used Defense Sites
HQDA	=	Headquarters, Department of the Army
IRP	=	Installation Restoration Program
ISCP	=	Installation Spill Contingency Plan

ITAM	=	Integrated Training Area Management
MACOM	=	major command
NEPA	=	National Environmental Policy Act
O&M	=	operations and maintenance
POI	=	Program of Instruction
RCRA	=	Resource Conservation and Recovery Act
RDT&E	=	research, development, testing, and evaluation
SAT	=	Systems Approach to Training
SPCC	=	Spill Prevention, Control, and Countermeasures

APPENDIX A

**ARMY ENVIRONMENTAL TRAINING MASTER PLAN PROGRAM
AREAS UNDERGOING TRAINING NEEDS ANALYSIS**

ARMY ENVIRONMENTAL TRAINING MASTER PLAN PROGRAM AREAS UNDERGOING TRAINING NEEDS ANALYSIS

- **Air Quality/Air Pollution Abatement**
- **Asbestos Management**
- **Cultural Resources**
- **Environmental Analysis and Documentation – National Environmental Policy Act (NEPA)**
- **Environmental Compliance Assessment System (ECAS)**
- **Environmental Noise**
- **Environmental Program Planning & Management**
- **Environmental Research and Development**
- **Environmental Restoration**
- **Hazardous Materials Management**
- **Hazardous Waste Management**
- **Natural Resources**
- **Pesticides and Integrated Pest Management**
- **Pollution Prevention**
- **Radon Reduction**
- **Solid Waste Management/Recycling**
- **Spill Planning and Response**
- **Underground Storage Tanks**
- **Water Resources**
- **Water/Wastewater Management**

APPENDIX B

**PROGRAM AREAS WHERE NONENVIRONMENTAL DECISION
MAKERS MAY IMPACT THE ENVIRONMENTAL PROGRAM**

PROGRAM AREAS WHERE NONENVIRONMENTAL DECISION MAKERS MAY IMPACT THE ENVIRONMENTAL PROGRAM

For each program area described below, the functional responsibilities of those participating in that program area are explained.

Program Oversight/Command Emphasis – Oversee all organizational functions and take action to focus the attention and efforts of assigned personnel toward specific program areas; and determine the program areas that should receive priority, or ensure that command-emphasis decisions are effectively implemented.

Resource Allocation – Participants make decisions affecting the specific allocation of people, time, and/or money toward various program areas; or the recommend resource allocation strategies to the ultimate decision maker. They resulting decisions directly influence the amount of resources available for environmental program management or indirectly impact environmental program allocations by affecting net resources available for application thereto.

Budget Development – Participants participate in, or coordinate with the Planning, Programming, Budgeting, and Execution System (PPBES) to budget and/or manage resources needed to execute military programs; in so doing, they directly or indirectly influence budget development for the environmental program.

Program Administration – Participants participate directly or indirectly in the management of the environmental program to include any actions related to the four strategic pillars: compliance, restoration, prevention, and conservation.

Program Evaluation/Assessment – Participants participate in, or are responsible for the evaluation of the effectiveness of the environmental program in accomplishing the goals and objectives identified in the Army Environmental Strategy into the 21st century.

Establishing Priorities – Participants determine or recommend the degree of attention and the precedence that military programs will receive. In so doing, setting priorities directly or indirectly influences command emphasis and the relative importance accorded the environmental program.

Policy/Guidance Development – Participants develop or recommend the development of specific policies/strategies that directly or indirectly impact environmental program management or execution.

Counseling/Advisement – Participants recommend to decision makers who manage or impact the environmental program the alternative courses of action that can be taken on significant environmental issues.

Procurement/Acquisition – Participants are directly or indirectly involved in the development of materiel commodity or system specifications and/or the purchase of such commodities/systems for military use.

Publicity/Communications – Participants are directly or indirectly involved in promoting active participation in public affairs in any or all aspects of the military programs. They coordinate with local, state, and Federal agencies; the private sector; other public entities; special interest groups; local communities; and/or industry on matters that may relate to the environmental program.

Research, Development, Testing, and Evaluation (RDT&E) – Participants are directly or indirectly involved in the RDT&E program, especially in areas that may result in the acquisition of new commodities or systems with the potential to impact the environment.

Staffing/Organization – Participants are directly or indirectly involved in decisions regarding military activity personnel (including environmental staff) authorizations and/or functional structure for ensuring mission accomplishment.

Enforcement/Regulation – Participants are directly or indirectly involved in establishing rules, regulations, or policies governing military operations and/or ensuring compliance with those policies (including environmental policies).

Legislative Developments/Congressional Relations – Participants are involved in monitoring and analyzing legislative developments (including environmental legislation) to assess the potential impacts on military operations. Participants coordinate with congressional leaders on matters of significant interest to the Military and its programs. Participants also respond to congressional inquiries related to specific military program areas.

Operations and Training – Participants are directly or indirectly involved with the planning and execution of programs or activities (including environmental activities) and/or the professional development of military personnel.

Program Integration – Participants work to develop synergy among various programs and functional areas to ensure that all activities are directed toward the attainment of common goals and objectives. Participants ensure that environmental program requirements are incorporated where necessary.

Real Property Management – Participants are involved in the management of real estate, including land, surface waters, buildings, and other physical facilities. Participants oversee sale and lease transactions and ensure that preliminary assessment screenings are accomplished to identify potential environmental liabilities.

Military Construction – Participants are involved in the construction of new military facilities and/or the significant modification of existing facilities. Participants are directly or indirectly involved with the appropriation process for funding such construction.

Requirements Identification – Participants are directly or indirectly involved with analyzing programs to determine requirements and associated resource demands.

Management Information Systems – Participants are involved in identifying business system processes, data, information systems, technologies, resources, and associated automation/information management requirements.

APPENDIX C

**NONENVIRONMENTAL DECISION MAKERS WHO MAY
IMPACT THE ENVIRONMENTAL PROGRAM**

NONENVIRONMENTAL DECISION MAKERS WHO MAY IMPACT THE ENVIRONMENTAL PROGRAM

ARMY SECRETARIAT/ARMY STAFF LEVEL

- Secretary of the Army/Under Secretary of the Army
- Deputy Under Secretary for Operations Research
- Assistant Secretary for Civil Works/Principal Deputy
- Assistant Secretary for Financial Management/Principal Deputy/
Comptroller
- Assistant Secretary for Installations, Logistics and Environment/Principal
Deputy¹
 - ▶ Deputy Assistant Secretary for Environment, Safety and Occupational
Health¹
 - ▶ Deputy Assistant Secretary for Installations and Housing
 - ▶ Deputy for Chemical Demilitarization
- Assistant Secretary for Research, Development and Acquisition/Principal
Deputy/Acquisition Executive
 - ▶ Deputy Assistant Secretary for Research and Technology
 - ▶ Deputy Assistant Secretary for Procurement
- Assistant Secretary for Manpower and Reserve Affairs/Principal Deputy
- Chief of Staff/Vice Chief of Staff/Director of the Army Staff
- Chief, Army Safety Office
- Chief, Legislative Liaison

¹These personnel ordinarily perform the full range of environmental program management functions on a daily basis. However, they may have little or no environmental program management experience prior to assuming these positions, hence their presence on the list.

- Chief, Public Affairs
- Chief of Engineers/Deputy Chief¹
 - ▶ Assistant Chief of Engineers ¹
 - ▶ Director of Civil Works
 - ▶ Director of Military Programs
 - ▶ Director/Deputy Director of Environmental Programs¹
 - ▶ Commander, Army Environmental Center¹
- Auditor General
- Surgeon General
- Judge Advocate General/General Counsel
- Deputy Chief of Staff, Personnel
- Deputy Chief of Staff, Logistics
- Deputy Chief of Staff, Plans, Operations, and Training
- Inspector General
- Director of Information Systems for Command, Control, Communications, and Computers (DISC 4)
- Director of Management
- Director of Program Analysis and Evaluation
- Chief/Vice Chief, Army Reserve
- Chief/Deputy Chief, National Guard Bureau.

TYPICAL ARMY MAJOR COMMAND LEVEL

- Commander/Deputy Commander/Chief of Staff
- Deputy Chief of Staff, Resource Management/Comptroller
- Deputy Chief of Staff, Personnel
- Deputy Chief of Staff, Engineer
- Deputy Chief of Staff, Public Affairs
- Deputy Chief of Staff, Logistics

- Deputy Chief of Staff, Acquisition
- Deputy Chief of Staff, Information Management
- Deputy Chief of Staff, Operations, Plans and Training
- Deputy Chief of Staff, Research, Development, Testing and Evaluation
- Internal Review/Audit Compliance Officer
- Staff Judge Advocate
- Inspector General
- Safety Officer.

TYPICAL ARMY INSTALLATION LEVEL

- Commander/Deputy Commander/Chief of Staff/Garrison Commander
- Director of Resource Management
- Director of Personnel and Community Activities
- Director of Engineering and Housing
- Public Affairs Officer
- Director of Logistics
- Director of Contracting
- Director of Information Management
- Director of Plans, Training and Mobilization
- Internal Review/Audit Compliance Officer
- Staff Judge Advocate
- Inspector General
- Safety Officer
- Preventive Medicine Officer.

APPENDIX D

**BRIEF JOB DESCRIPTIONS OF NONENVIRONMENTAL
DECISION MAKERS**

BRIEF JOB DESCRIPTIONS OF NONENVIRONMENTAL DECISION MAKERS

ARMY SECRETARIAT/ARMY STAFF (ARSTAF) LEVEL¹

Secretary of the Army/Under Secretary of the Army – Responsible for, and has the authority necessary for conducting all affairs of the Department of the Army (DA) including recruiting, organizing, supplying, equipping, training, servicing, mobilizing, demobilizing, administering, and maintaining the force; formulates policies and programs for DA that are fully consistent with national security objectives and policies established by the President or the Secretary of Defense; and serves as trustee for the natural resources managed by the Army.

Deputy Under Secretary for Operations Research – Establishes policy for operations research and systems analysis activities for all DA analytical support services; approves test and evaluation master plans; provides policy and oversight for Army Contracted Advisory and Assistance Services; and conducts operations research studies and analyses to support the Secretary of the Army.

Assistant Secretary for Civil Works/Principal Deputy – Responsible for the overall supervision of the functions of the DA Civil Works Program for the conservation and development of the national water resources; develops, defense, and execution of the Army Civil Works Financial Program and budget; establishes and oversees implementation of policies for the management of water and related land resources; administers DA regulatory programs to protect, restore, and maintain the waters of the United States; establishes real property requirements for construction, operation, and maintenance of civil works projects; supervises public affairs related exclusively to the Army Civil Works Program; and develops policy for DA emergency assistance to state and local governments in case of flooding, drought, and other natural disasters.

Assistant Secretary for Financial Management/Principal Deputy/Comptroller – Directs and manages the financial management activities and operations of DA;

¹Partial job descriptions extracted from Army Regulation 10-5, *Organization and Functions* – Headquarters, Department of the Army, 30 November 1992.

manages the Planning, Programming, Budgeting, and Execution Systems (PPBES) of DA, including oversight of Army program development and preparation of budget estimates; serves as the functional proponent for information management systems that support financial management policies and programs; formulates, presents, and justifies Army budget requests and oversees execution of the congressionally approved Army budget; maintains liaison with and acts as Army point of contact with the Congressional Appropriations Committee; and develops and implements policies and procedures to fund hazardous waste disposal costs in a manner that encourages waste minimization.

Assistant Secretary of the Army for Installations, Logistics and Environment [ASA(IL&E)]/Principal Deputy – Provides oversight of all functions within the Army associated with the management of installations, logistics, environment, chemical demilitarization, and base realignment and closure (BRAC). Specifically responsible for installation facilities and family housing; military construction; real property acquisition; historic preservation; natural and cultural resources; supply, maintenance, and transportation; the Army energy program; environment, safety, and occupational health; environmental policy and assessments [per the National Environmental Policy Act (NEPA)]; ultimately responsible for the Army's environmental programs; and has overall policy and guidance authority concerning all Army environmental matters.

Deputy Assistant Secretary for Environment, Safety and Occupational Health – Responsible to the ASA(IL&E) for the day-to-day management of environment, safety, and occupational health programs. Responsible for the pollution prevention and abatement, hazardous waste minimization, and environmental compliance policies; the environmental research, development, test and evaluation policy; the safety policy for personnel; the explosives and fire safety policy; the occupational health policy for personnel; and the industrial hygiene policy.

Deputy Assistant Secretary for Installations and Housing – Manages installation requirements, stationing, development, planning, utilization, BRAC, economic adjustments, facilities maintenance and engineering, military construction, energy programs, real property acquisition and disposal, physical security of installations and personnel, and logistics management systems.

Deputy for Chemical Demilitarization – Manages the Chemical Stockpile Disposal Program (CSDP); advises the Secretary of the Army (SA) on chemical demilitarization operations; coordinates all matters related to destroying the chemical stockpile; and plans, programs, and budgets for the CSDP.

Assistant Secretary for Research, Development and Acquisition/Principal Deputy/Acquisition Executive – Manages the acquisition programs for the Army in accordance with established DoD policies and guidelines; manages research, development, and acquisition of Army information mission area (IMA) disciplines and information systems; develops materiel systems acquisition policy; manages all procurement/contracting functions for DA; and ensures that all materiel procured by the Army is designed to minimize health and environmental hazards during all phases of life-cycle management.

Deputy Assistant Secretary for Research and Technology – Develops materiel systems acquisition policy for the research, development, and acquisition of materiel to include weapons, weapon systems, support systems, and ammunition; manages basic and applied research; oversees acquisition, utilization, and management of R&D facilities; and develops policy for the Army Science Board.

Deputy Assistant Secretary for Procurement – Oversees all procurement/contracting functions of DA, including agency head's authority for contracting matters, delegation of contracting authority, designation of contracting activities, promulgation of Army contracting policies and procedures, and procurement management review activities; and provides oversight for the Army Competition Advocate Program.

Assistant Secretary for Manpower and Reserve Affairs/Principal Deputy – Sets long-range strategic direction and policy governing the management, utilization, and potential of all civilian employees and active duty military (including the Reserves); exercises policy approval and oversight responsibilities for all manpower, force structure, and personnel activities conducted throughout the Army; develops personnel policy changes that impact force structure and end-strength forecasting and management, which includes changes to staffing levels; makes manpower budgetary recommendations; and establishes training, education, and simulation policy for all Army components.

Chief of Staff/Vice Chief of Staff/Director of the Army Staff – Assists the Secretary of the Army (SA) in conducting long-range planning, resource determination and allocation, the development of Army-wide objectives, the formulation of broad policy guidance, and the supervision and control of DA activities; transmits the plans and recommendations of the ARSTAF to the SA and advises the Secretary with regard to such plans and recommendations; and exercises general supervision over all members and organizations of the Army, as determined by the SA.

Director, Army Safety Office – Exercises primary ARSTAF responsibility for overall supervision of the activities of the Army Safety Program; provides assistance and guidance about the safety aspects of hazardous materials and hazardous/toxic substances (including their storage, use, handling and ultimate disposal); provides assistance and guidance about the safety aspects of generating, treating, storing, disposing and transporting hazardous waste (including the required personnel training); and provides assistance and guidance about the safety aspects of asbestos management.

Chief, Legislative Liaison – Performs primary liaison function between DA and committees of Congress; provides advice about the status of congressional affairs affecting the Army and about legislative aspects of DA policies, plans, and programs; coordinates, monitors, and reports legislative and investigative actions of interest to the Army; advises Army witnesses called to appear before congressional committees; and responds to inquiries from members and committees of Congress for information about DA policies and operations.

Chief, Public Affairs – Prepares, coordinates, and monitors the worldwide implementation of Army public affairs strategies, plans, policies, and programs for public information, community relations, and command information; develops public affairs plans and programs to support other Army plans and programs, which include comprehensive public affairs guidance support to the Army environmental program; and supervises the Army Broadcasting Service and Armed Forces Radio and Television Service.

Chief of Engineers/Deputy Chief – Responsible for the formulation, management, and evaluation of engineering, housing, construction, real property, natural resources, and environmental plans, programs, and technical policy for DA;

provides advice and assistance on military engineering and topographic matters; plans, programs, budgets, and coordinates all research in the areas of environmental program management and human health effects; administers, plans, directs, and monitors the Army's solid and hazardous waste management programs; directs and coordinates environmental programs within the Army; directs programs and oversees the execution of Army environmental policies; identifies, supports, and defends resource requirements for environmental projects and program management in the PPBES process and in the development of the Program Objective Memorandum (POM); and manages the Formerly Used Defense Sites (FUDS) program for DoD.

Assistant Chief of Engineers – Acting on behalf of the Chief of Engineers (COE), exercises primary ARSTAF responsibility in directing and coordinating engineering, housing, construction, real property, natural resource, and environmental programs within the Army (on a day-to-day basis).

Director of Civil Works – Responsible to the COE for overall supervision of the Army Civil Works Program; supervises all matters related to planning, programming, operation, and maintenance of improvements to rivers, harbors, and waterways (including navigation, flood control, shore protection, comprehensive river basin planning), and multiple-use projects; administers the laws for the protection and preservation of the navigable waterways of the United States; provides staff supervision for the Water Resources Support Center; formulates objectives, programs, policies, and procedures for preparedness, emergency response, recovery operations, hazard migration, and readiness evaluation activities for the spectrum of emergencies from natural to man-made disasters; and supervises the nation's water preparedness program.

Director of Military Programs – Responsible to the COE for overall management of Corps of Engineers support to military operations and activities; provides technical direction and review related to engineering and construction activities, including research and development; manages the Life Cycle Project Management (LCPM) for the planning, design, and military construction (MILCON) and support for other projects assigned to U.S. Army Corps of Engineers (USACE); manages the USACE hazardous, toxic, and radiological waste remediation programs; supervises staff actions and monitors actions by division and district commanders

and Army field commands to ensure implementation of broad policies and major decisions; and provides staff supervision of the Huntsville Division.

Director/Deputy Director of Environmental Programs – Implements the Army Environmental Strategy, which includes all aspects of environmental compliance, restoration, prevention, and conservation programs; provides program planning, programming, and budgeting for all environmental projects; periodically reports on program status to the Assistant Chief of Engineer (ACE), Secretariat, DoD, Congress, Federal regulatory agencies, and the public; ensures full integration of all program activities; and oversees activities of the Army Environmental Center.

Commander, Army Environmental Center – Provides technical support to the Director of Environmental Programs and all Army installations in the major program areas of environmental compliance, restoration, prevention, and conservation; BRAC; RDT&E; training; and resource management.

Auditor General – Establishes DA audit policy, completes internal audits covering all levels and functions throughout DA, implements audit standards within DA, and evaluates the internal review program.

Surgeon General – Responsible for development, policy direction, organization, and overall management of an integrated Army-wide health services system; provides policy on the health aspects of pollution resulting from Army activities and operations and disseminates guidance accordingly; monitors health and welfare aspects of water and wastewater control criteria and standards issued by Federal and state agencies; provides technical consultations and evaluations to installations and activity commanders on the health, welfare, and environmental aspects of water and wastewater management programs; assists in the planning and review of environmental construction projects; and monitors the public health and environmental aspects of the Army's waste management programs by providing technical guidance and recommendations for treating, storing, and disposing of solid, hazardous, and medical waste.

Judge Advocate General/General Counsel – Provides legal advice to the SA and all officers and agencies of the DA, including advice and guidance to DA officials and commanders about their legal responsibilities for complying with all applicable environmental requirements; advocates/promotes compliance by Army entities with all applicable Federal, state, regional, and local requirements, as well as Army

policies, guidance, protocols, and Standard Operating Procedures (SOPs) concerning environmental and related safety and occupational health matters. Provides legal opinions on, and interpretations of Federal and state solid and hazardous waste management laws and regulations; reviews all draft compliance agreements with Federal and state regulatory officials prior to signature.

Deputy Chief of Staff, Personnel – Responsible for the formulation, management, evaluation, and execution of manpower and personnel policies, plans, and programs for all components of the Army; specifically responsible for military and civilian manpower management, military and civilian personnel management, MANPRINT policy, human resource integration policy, personnel mobilization policy, and Army morale, welfare and recreation, family support, and other community programs.

Deputy Chief of Staff, Logistics – Responsible for logistics policy, plans, concepts, and organizations; base development planning; automated logistics management information systems; supply and maintenance matters; transportation matters; Army energy matters; land-based water resource management in contingency operations; Army security assistance matters; and logistics aspects of the industrial base. Provides Army-wide policy and guidance on the storage, use, and transportation of hazardous materials; formulates Army policy for the acquisition, inventory, distribution, use, tracking, and reporting of hazardous material; ensures that material is designed, procured, and used in such a way that the least possible amount of waste is generated; monitors Army-wide use of hazardous materials and generation of hazardous waste to measure progress in meeting Federal, host nation, and Army waste reduction goals.

Deputy Chief of Staff, Plans, Operations, and Training – Responsible for mobilization planning, readiness reporting, policy for individual and collective training and institutional/unit training, security planning, resource planning, and prioritization; specifically responsible for strategy formulation, politico-military policy, force development and integration, mobilization doctrine, policy and resource management for training, Army readiness management, Army space applications, and command and control; ensures minimal environmental pollution from the manufacture, storage, maintenance, transport, and demilitarization of munitions, chemical agents, and weapons; ensures consideration of environmental requirements throughout the equipment life cycle; ensures noise impacts are considered in the

planning of major stationing actions and fielding of major weapon systems; and provides for oil and hazardous substances spill contingency planning, control, and emergency response in support of the national contingency plan.

Inspector General – Inquires into, and periodically reports on discipline, efficiency, economy, morale, training, and readiness throughout the Army; provides assessments about the effectiveness of Army command, operational, managerial, logistical, and administrative issues.

Director of Information Systems for Command, Control, Communications, and Computers (DISC 4) – Responsible for automation, communications, records management, publications and printing, visual information disciplines, and library activities throughout DA's theater/strategic, tactical, and sustaining base environments.

Director of Management – Develops Army policy on the establishment and management of field operating activities (FOA) and staff support agencies (SSA); monitors ARSTAF manpower requirements and available personnel resources; manages the organization of the ARSTAF and its FOAs and SSAs; prepares the Headquarters, Department of the Army (HQDA) mobilization plan; coordinates special management analyses Army-wide; coordinates studies and analyses of long-range policy issues; prepares the annual Army Posture Statements for the Congress; manages sensitive officer nominative assignments; publishes the congressional responsibilities standard operating procedures; publishes the Army management philosophy; publishes installation management doctrine and operational policy; and conducts installation management training.

Director of Program Analysis and Evaluation – Manages the PPBES programming phase; reviews affordability of Army-wide programs; coordinates the evaluation of overall program performance to make sure total resources are applied to achieve approved objectives and to gain feedback for adjusting resource requirements; analyzes manpower programs and allocation policies for the Total Army; analyzes fiscal programs, requirements, resource planning, resource prioritization, and allocation of Army resources; and develops programming guidance for incorporation in The Army Plan (TAP).

Chief/Vice Chief, Army Reserve – Responsible for participating and coordinating with other DA elements in formulating and developing DA policies

affecting all aspects of the U.S. Army Reserve (USAR); directs relocations, activations, reorganization, redesignation, and inactivation of all USAR units; develops policies for training USAR troop program units, unit members, individual mobilization augmentees, members of the Individual Ready Reserve, and other USAR control groups; coordinates USAR supply and maintenance activities; and conducts military manpower programming for the USAR.

Chief/Deputy Chief, National Guard Bureau – Participates with DA agencies in formulating and developing DA policies and programs affecting the Army National Guard (ARNG) and Army National Guard of the United States (ARNGUS); administers and manages the ARNG Technician Program, National Guard Bureau (NGB) publication and forms distribution, and strength management for the ARNG and ARNGUS; develops and implements training policies as needed to provide trained units for mobilization and state requirements; addresses applicable congressional and White House actions, including witness responsibilities, reports on legislation, and inquiry responses.

TYPICAL ARMY MAJOR COMMAND LEVEL²

- Commander/Deputy Commander/Chief of Staff
- Deputy Chief of Staff, Resource Management/Comptroller
- Deputy Chief of Staff, Personnel
- Deputy Chief of Staff, Engineer
- Deputy Chief of Staff, Public Affairs
- Deputy Chief of Staff, Logistics
- Deputy Chief of Staff, Acquisition
- Deputy Chief of Staff, Information Management
- Deputy Chief of Staff, Operations, Plans and Training
- Deputy Chief of Staff, Research, Development, Testing and Evaluation
- Internal Review/Audit Compliance Officer

²Job descriptions for these MACOM positions are essentially identical to their counterparts at the "typical Army installation" level (section below). The major difference is that MACOMs maintain oversight for all installations in the command within their area of functional responsibility. Refer to the Typical Army Installation section for position descriptions.

- Staff Judge Advocate
- Inspector General
- Safety Officer.

TYPICAL ARMY INSTALLATION LEVEL³

Commander/Deputy Commander/Chief of Staff/Garrison Commander – Acts as the senior mission element commander on the installation; responsible for all real estate, facilities, operations, activities, and personnel on the installation; manages day-to-day operations; completes comprehensive planning needed to achieve and maintain excellent living and working conditions for all personnel; and also responsible for base operations support in conjunction with mobilization plans.

Director of Resource Management – Provides professional management advice and assistance on, and coordinates and recommends the use of, the installation's resources by assessing available manpower and funds; programs and budgets; manages the Defense Business Operations Fund, and manpower and equipment documentation; completes management analyses; and coordinates the commercial activities' program functions, financial services, and accounting support for the installation and its tenant units or activities.

Director of Personnel and Community Activities – Manages civilian and military personnel by providing technical services, position management, job classification, training and development, recruitment and placement, and management-employee relations; oversees installation military equal opportunity and affirmative action programs; manages the Army Continuing Education System; administers the Alcohol and Drug Abuse Prevention and Control Program; sponsors community and family activities; and oversees the retirement services program.

Director of Engineering and Housing – Exercises staff supervision over all facilities engineering and housing functions that are part of the installation's mission, including remote sites, subinstallations, reserve component activities, and inter-Service support; specifically responsible for engineering operations, environmental program management, engineering plans and services, centralized

³Partial job descriptions extracted from Army Regulation 5-3, *Installation Management and Organization*, 9 October 1992.

management of all housing functions, real property maintenance supply and storage, utilities, buildings and grounds, fire protection, and engineer resource management.

Public Affairs Officer – Responsible for command information programs designed to enhance morale and enhance the installation community's understanding and support for the mission and policies of the command and the Army; using all available media, oversees community relations programs designed to further public understanding and support for the command and the Army through a variety of activities that interact and interface with local communities; and develops public information programs to disseminate information about the command, its activities, personnel, and mission.

Director of Logistics – Exercises staff supervision over all installation and geographical support area logistical functions; responsible for logistics planning and operations, and supply and services, transportation and movement services, maintenance services, management of the Army Stock Fund, installation energy management, ammunition surveillance operations contract administration, and hazardous materials central receiving point operations.

Director of Contracting – Performs contracting functions for the installation and assigned customers per applicable procurement and contracting regulations, policies, and procedures; specifically responsible for supplies/services and construction procurements using small purchase agreements, non-small-purchase procurements, administration of contracts awarded by the installation, purchases using nonappropriated funds for recreation and morale purposes, cost and price analysis and review of contracting documents, resolution of adverse actions related to acquisition requirements, and installation competition advocacy functions and contracting support (to the Directorate of Public Works or Directorate of Engineering and Housing as applicable).

Director of Information Management – Provides integrated sustaining base information management services and support to the installation and to those activities located within the installation's geographical support area; specifically responsible for the installation information resource management program, information systems security, operations and systems integration, IMA resource management and plans, IMA logistics support, and operational information management activities.

Director of Plans, Training and Mobilization – Responsible for plans, operations, and mobilization activities; oversees the installation military training program; conducts trainee testing and monitoring of trainee testing; manages installation aviation assets and the installation's airfield and aviation support services; operates Army museums where applicable; provides support to Reserve Components; and oversees installation intelligence, counterintelligence, and security activities.

Internal Review/Audit Compliance Officer – Provides the commander with an independent, professional, internal audit capability to resolve known or suspected problems having significant resource or mission impact; conducts the installation internal review program; conducts performance audits; monitors and tracks audits; and conducts follow-up reviews of all internal and external audit reports.

Staff Judge Advocate – Provides legal support to the command about criminal justice matters; claims involving the U.S. Government; civil matters such as contracting, civilian personnel law, labor relations, environmental control, and property acquisition; administrative law matters; the effect of international law on the operations of the installation and tenant units; and provides personal legal assistance and advice to active duty military personnel, their family members, and other authorized persons.

Inspector General – Advises the commander about the state of economy, efficiency, discipline, morale, esprit de corps, the quality of command, the management of resources, and the leadership of the organization; conducts inspections and follow-ups; systematically analyzes and evaluates problems; conducts investigations and inquiries; processes requests for assistance; and conducts training.

Safety Officer – Manages the command's safety and occupational health programs to ensure conservation of military and civilian resources against accidental loss; fosters the integration of safety and occupational health programs and activities into all Army operations to minimize risk to people, equipment, facilities, and the environment; and specifically responsible for providing technical support for all safety program elements within the command, accident prevention, risk management, accident investigation, and safety awards programs.

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Preventive Medicine Officer – Ensures the public health of the installation, which requires inspection of dining facilities, drinking water surveillance, surveillance and control of recreational facilities and swimming pools, management of the industrial hygiene program, and management of medical waste handling and disposal.